

Lesson Classification: UNCLASSIFIED

Lesson ID: 20947-93737

Title: NGO REPRESENTATION TO VARIOUS MARFOR ECHELONS

Operation/Exercise Name: EMERALD EXPRESS 94-1      Observed: 24 Jan 1994

Originator: 11TH MAR FSCC

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5. (U) OBSERVATION:

There was confusion over which levels of NGO management should interface with the various echelons of the MARFOR command structure.

6. (U) DISCUSSION:

Large NGO/PVO organizations may be able to parallel the MARFOR command structure. Smaller groups, however, may find themselves dealing with different echelons at different times. This can cause confusion and duplication of effort.

7. (U) LESSON LEARNED:

NGOs may not be able to provide representation to all echelons of command.

8. (U) RECOMMENDED ACTION:

Establish the echelon of command with which the various NGO/PVO leadership will interface at the beginning of the operation.

9. (U) COMMENTS:

MARFORPAC reviewed as RAP on 940502.

The Remedial Action Program (RAP) Working Group reviewed and categorized this as NOTED. DOC Division provides the following comments:

FMFM 7-16 (Multi-Service Procedures for Humanitarian Assistance) is in the final stages of production and should be printed and distributed in the near future. This publication will contain information on nongovernmental agency (NGO) interface at the strategic, operational, and tactical levels.

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